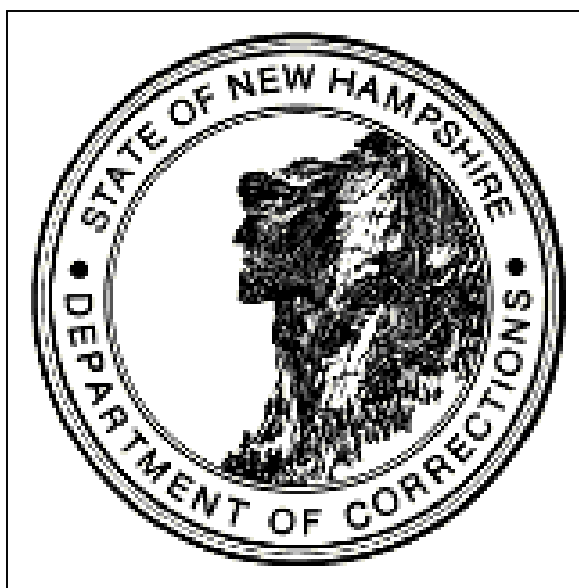


ANNUAL REPORT FOR THE FISCAL YEAR ENDING  
JUNE 30, 2004

NEW HAMPSHIRE  
DEPARTMENT OF CORRECTIONS



**State of New Hampshire**  
**July 1, 2003-June 30, 2004**

**Craig R. Benson**  
**Governor**

**Raymond S. Burton**  
**Executive Councilor**  
**First District**

**Peter J. Spaulding**  
**Executive Councilor**  
**Second District**

**Ruth L. Griffin**  
**Executive Councilor**  
**Third District**

**Raymond J. Wieczorek**  
**Executive Councilor**  
**Fourth District**

**David K. Wheeler**  
**Executive Councilor**  
**Fifth District**

It is with pleasure that I submit the New Hampshire Department of Corrections annual report for Fiscal year 2004.

The end of October 2003 brought the departure of Commissioner Phil Stanley who left the New Hampshire Department of Corrections (NH DOC) to return to the state of Washington. By statute, the assistant commissioner assumes the responsibilities of commissioner in the absence of the commissioner. From November 1<sup>st</sup>, 2003 through July 19, 2004, I was the Acting Commissioner. On July 19<sup>th</sup>, 2004, Stephen J. Curry assumed the position of DOC Commissioner after his appointment by Governor Benson and confirmation by the Executive Council. At that time, I returned to the position of Assistant Commissioner.

During the Fiscal Year (FY) 2004, the NH DOC was not dormant. We took several steps to address correctional needs, including shifting the Shea Farm Halfway House from a male facility to an all female facility, designing a 28-day parole violators program and beginning the planning of the Lakes Region Facility to a low custody, pre-release facility. Additionally, we stepped up our efforts to revise our offender classification system to help us determine the appropriate housing, programming and security needs for our incarcerated population. All of these measures contributed to our goal to better prepare offenders for their release back to the community, to help them become contributing members of society and to reduce the likelihood of their return to prison.

To facilitate these changes, we reassigned several people to different locations within the department. All four wardens were affected as each took on new and/or additional assignments. The Warden at the Lakes Region Facility, John Sanfilippo, accepted the opportunity to assist in the Central Office and filled the role of the Acting Assistant Commissioner making invaluable contributions to our progress. Other staff at various levels also accepted new challenges to broaden their experience bases and effect changes in a complex environment wherein changes must be well-planned and calculated before implementation. Although these changes better positioned the agency for the future, they were not all well received by every employee. Those who took exception to them were vocal in their objections. However, agency leadership kept all staff informed of the changes and the purpose of each. We sent electronic messages as needed, met with labor representatives and tried to visit various work units as often as possible to talk about the reasons for the changes. The changes we made were endorsed by the new Commissioner and continued into FY 2005.

Fiscal Year 2004 was a time of great uncertainty about the future of the agency as the permanent leadership of the agency was in question until early June 2004 and the matter of housing inmates out of state was still unresolved. These issues coupled with budget shortages, staffing reductions, military deployments, recruiting/retention difficulties, and on-going physical plant problems, presented the NH DOC with some significant challenges. Yet, despite all of these things, the staff of this department stepped up to meet these concerns. They continued to provide a safe and secure environment for offenders and staff and preserved public safety. Behind the frontline correctional staff

were many others who worked long and hard to help us meet our correctional mission. The staff of this agency, above all others, were responsible for maintaining the orderly operation of State correctional activities in FY 2004. They are to be commended and respected for the difficult jobs they all do.

The NH DOC has gone through several changes in administration during the past decade. Each commissioner has left his/her mark and each improved the agency's ability to respond to new demands, leaving his/her successor a better platform on which to build new initiatives. Many things, some internal, some external to the department, will influence our future. Regardless of the origin of these influences, the department and the employees are ready to accept the challenges and be part of a profession which has a huge impact on the daily lives of the citizens of this state. It was a privilege to have been the Acting Commissioner and am proud to be the Assistant Commissioner of the NH DOC as we continue to expand the current initiatives and design more.

I hope the following pages provide some insights into the department, how we managed the offenders under our supervision and prepared them for return to our communities during FY 2004.

Respectfully Submitted,

Mrs. Les S. Dolecal  
Assistant Commissioner  
New Hampshire Department of Corrections

New Hampshire Department of Corrections  
Annual Report for the Fiscal Year Ending June 30, 2004  
Mrs. Les S. Dolecal, Acting Commissioner

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*The New Hampshire Department of Corrections Annual Report for the Fiscal Year that began on July 1, 2003 and ended on June 30, 2004 is published by the New Hampshire Department of Corrections, PO Box 1806, Concord, New Hampshire, 03302-1806. For information please call (603) 271-5600. Circulation: 300. The Annual Report is also available on the Department of Corrections web page at [www.state.nh.us/doc](http://www.state.nh.us/doc).*

# Section I – MISSION



*New graduates from the NH-DOC Academy take an oath to uphold the DOC mission*

## **STATUTORIAL MISSION OF THE DEPARTMENT**

The New Hampshire Department of Corrections (NHDOC) was created by statute in July 1983. NHDOC is responsible for:

- (a) Providing for, maintaining and administering such state correctional facilities and programs as may be required for the custody, safekeeping, control, correctional treatment and rehabilitation of inmates;
- (b) Supervising persons placed on probation and persons released on parole and administering probation and parole services; and
- (c) Acting in an advisory capacity in assisting law enforcement agencies and communities in the prevention of crime and delinquency (from RSA 21-H).

## **MISSION STATEMENT**

It is the mission of the New Hampshire Department of Corrections to protect the public, offer offenders the opportunity for self improvement, and promote staff development and personal growth in a safe environment.

## **VALUES STATEMENT**

The New Hampshire Department of Corrections is committed to fulfilling its mission by upholding the following values:

### INTEGRITY

We will adhere to the highest ethical standards and accept responsibility for our decisions and actions.

### RESPECT

We will treat all employees, offenders and the public with fairness, honesty, consideration and dignity while recognizing individual diversity.

### PROFESSIONALISM

We will be firm, fair, and consistent in the performance of our duties and responsibilities. As positive role models, we will take pride in maintaining the quality of our services through our performance, appearance, and continued education and training. We will instill trust and teamwork by providing support to co-workers and promoting cooperation and open communication.

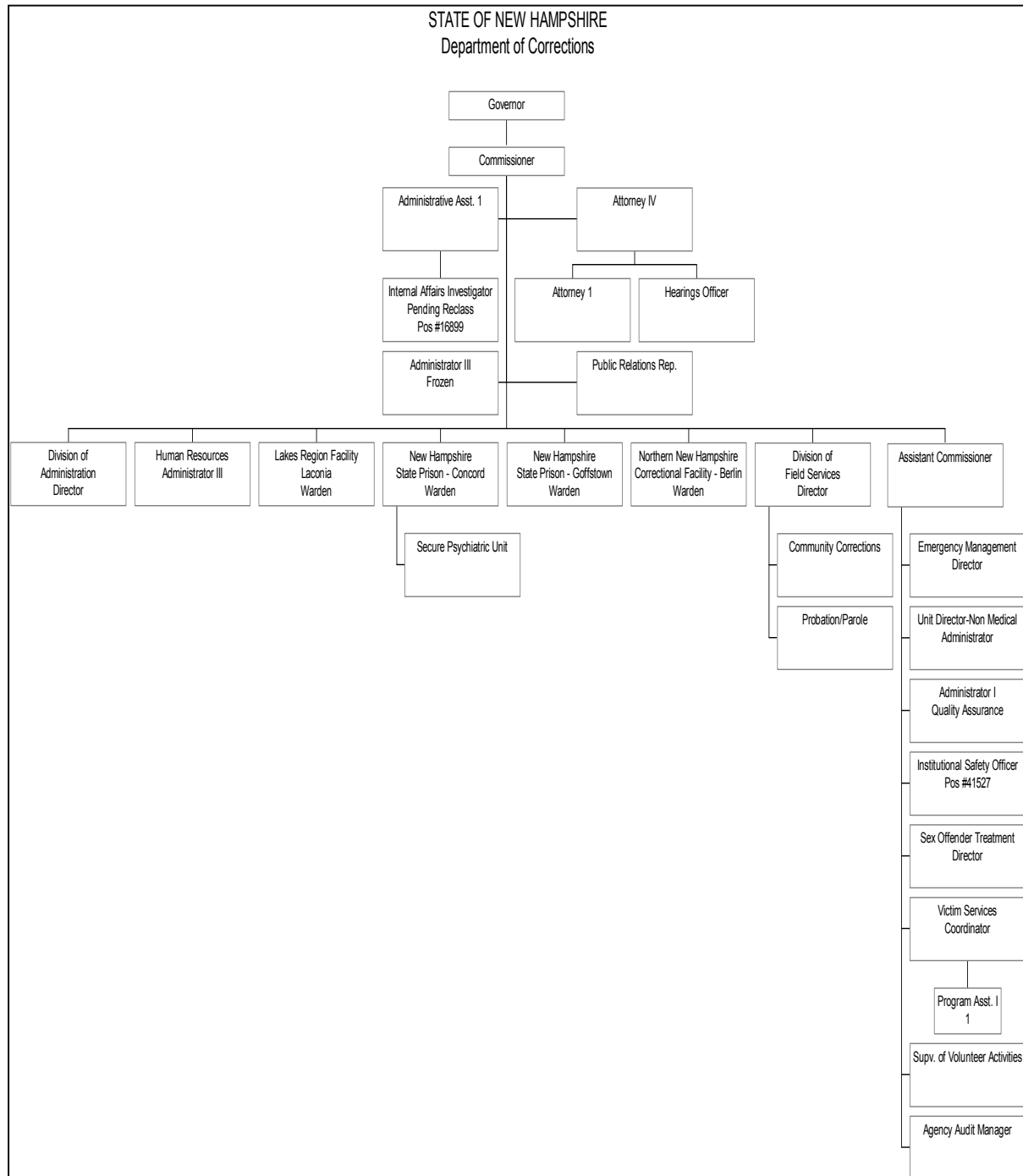
## Section II - ORGANIZATION



*Members of the NHDOC Honor Guard at the State Capitol building*



**Organizational Structure of the DOC (as of June 30, 2004)**



# Section III - OPERATIONS



*A corridor inside the Northern NH Correctional Facility*

## **Prisons**

NHDOC manages the operation of four state prison facilities.

- The New Hampshire State Prison for Men (NHSP/M), Concord. A multi-security level facility for male offenders.
- The New Hampshire State Prison for Women (NHSP/W), Goffstown. A medium-minimum security prison for state sentenced, county sentenced and county pre-trial female offenders.
- The Lakes Region Facility (LRF), Laconia. A medium-minimum security level facility for males (During FY-04, the female population was moved from this facility to the Shea Farm Halfway House in Concord and to the NH State Prison for Women).
- The Northern New Hampshire Correctional Facility (NCF), Berlin. A medium and minimum custody facility for male offenders.

**NHSP/M:** The population at the end of FY-04 was 1,393 multi-custody level males. The institution was constructed for a capacity of 928.

In FY-04 365 inmates participated in educational programs and 229 inmates participated in vocational programs. Correctional Industries provided work for 285 inmates on a daily basis. A major accomplishment was the implementation of substance abuse education and treatment. In FY-04 over 800 assessments occurred and almost 400 inmates were served by the program.



*NH State Prison. Concord Reception & Diagnostic Unit*

The number of beds available for the sex offender program expanded from 50 to 75 to better serve this population. The program operated at maximum capacity.

Staffing levels continued to be an issue as 12 security staff were activated for military duties.

**NHSP/W:** The population at the end of FY-04 was 106 medium and minimum custody females for an institution with a capacity of 105.

The facility implemented the Level One Substance Abuse Services Program in FY-04. With the full-time assignment of a mental health program coordinator to the facility, additional mental health services became available. There will still be a need to develop education and treatment services to the increasing state sentenced population.

This facility actively cooperated with a legislative committee, which studied the adequacy of the Goffstown facility and made recommendations for the future of female incarceration in NH. The final legislative report was released in November 2004. Information will continually be conveyed

to legislative and community leaders regarding corrections and the issues concerning female incarceration.

Prison staff assisted Community Corrections staff in the transition of the Shea Farm Halfway House into an all female minimum custody facility for community corrections and minimum security offenders.

**LRF:** The population at the end of FY-04 was 279 minimum and medium custody males. Its statutory capacity is 600 however the buildings have not be upgraded sufficiently to accommodate that capacity.

LRF remained in transition during FY-04 as it was targeted for the implementation of a minimum-security transition-to-the community program as well as a new 28-day parole violators program (see page 20 for details).

The basic mission to provide effective programming did not change, the focus did. The facility offered relapse prevention and release and reintegration groups, overall substance abuse services and support groups, victim impact programming, and a parole violators groups (see page 20 for details).

Cost effective reductions were taken to reduce the food service budget. The facility instituted a "brunch" type meal on weekends. This meant that two meals were served rather than the typical three meals. This enhanced the feeding schedule to accommodate staffing, used less kitchen staff, reduced the hours of operation in the kitchen and produced a reduction in 104 meals per year that needed to be prepared.\*

**NCF:** The population at the end of FY-04 was 519 medium and minimum custody male offenders with a facility capacity of 500.

NCF enhanced its therapeutic community to assist incarcerated individuals. The Sex Offender Program was transferred from NCF to NHSP/M, which allowed the program to reach full capacity and improve the delivery of services.

NCF continued to provide valuable offender life skills opportunities through its education, vocational education, library services, and volunteer based programs (See page 20 for details).

NCF utilized a "good neighbor" approach by working cooperatively with city leaders as well as community organizations and the Chamber of Commerce to obtain local input and convey important information about prison operations.

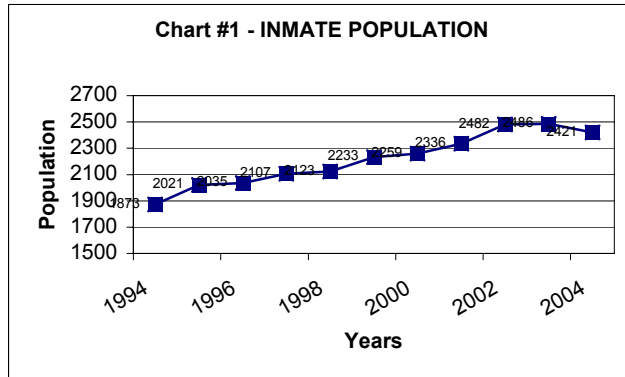
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\* In April 2005 a federal judge ordered this to cease as the current Administrative Rules applying to Corrections require DOC to provide meals per day.

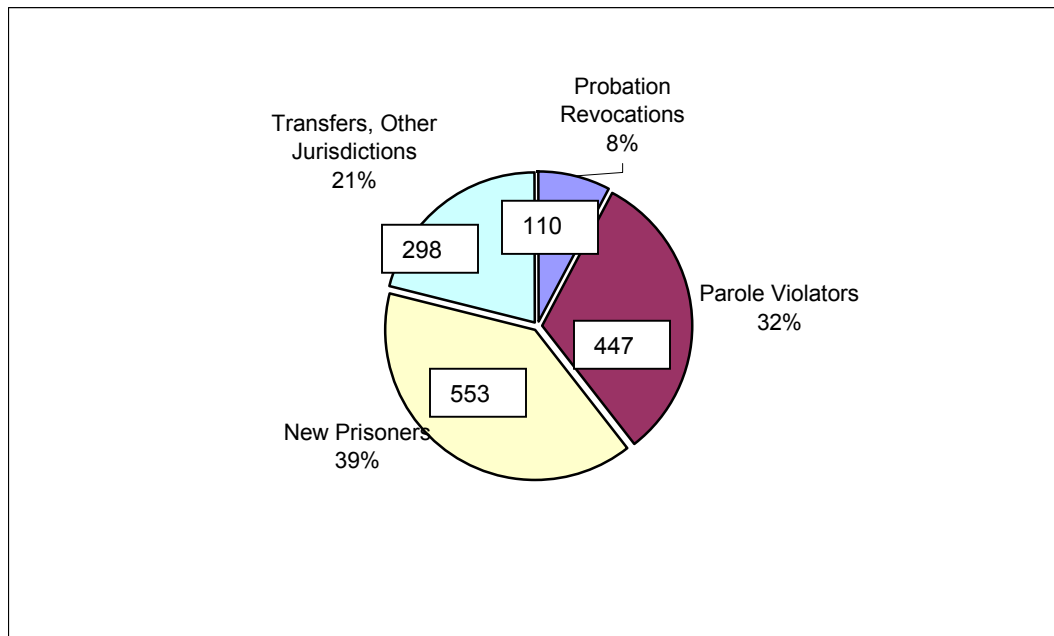
## PRISON POPULATION DATA

The state-sentenced inmate population decreased slightly in FY-04 breaking the steady upward climb during the last two decades. Admissions of new inmates continued their downward trend, however, the percentage of parole violations/revocations increased.

Offender Population. From 1994 to 2002 the offender population increased at an average rate of 3% per year. Since 2002 the population has declined slightly.



Total Admissions in FY-04: 1,408. The number of new admissions decreased by 2.2 percent in FY-04. This continued the downward trend of recent years. Since FY-2000 the number of new admissions declined by 14%. While new admissions continue to decline in recent years, the number of new admissions due to parole violations/revocations continues to rise. Between FY-2003 and FY-2004, new admissions due to technical parole violations/revocations increased 14.6%.

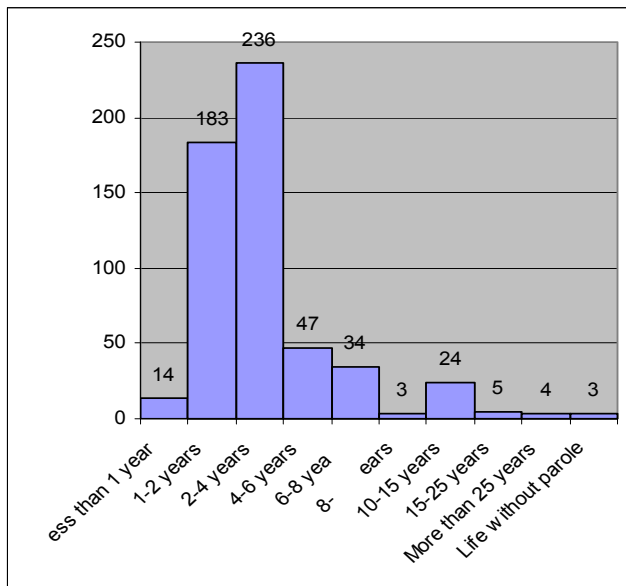


### TOTAL ADMISSIONS FIVE YEARS

|                                 | FY-00               | FY-01               | FY-02               | FY-03               | FY-04               |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| New Prisoners                   | 518 - 31.49%        | 594 - 36.49%        | 568 - 36.76%        | 568 - 39.44%        | 553 - 39.28%        |
| Parole Violators                | 360 - 21.88%        | 347 - 21.31%        | 405 - 26.21%        | 390 - 27.08%        | 447 - 31.75%        |
| Probation Revocations           | 152 - 9.24%         | 182 - 11.18%        | 193 - 12.49%        | 155 - 10.76%        | 110 - 7.81%         |
| Transfers - Other Jurisdictions | 615 - 37.39%        | 505 - 31.02%        | 379 - 24.53%        | 327 - 22.71%        | 298 - 21.16%        |
| <b>TOTALS</b>                   | <b>1,645 - 100%</b> | <b>1,628 - 100%</b> | <b>1,545 - 100%</b> | <b>1,440 - 100%</b> | <b>1,408 - 100%</b> |

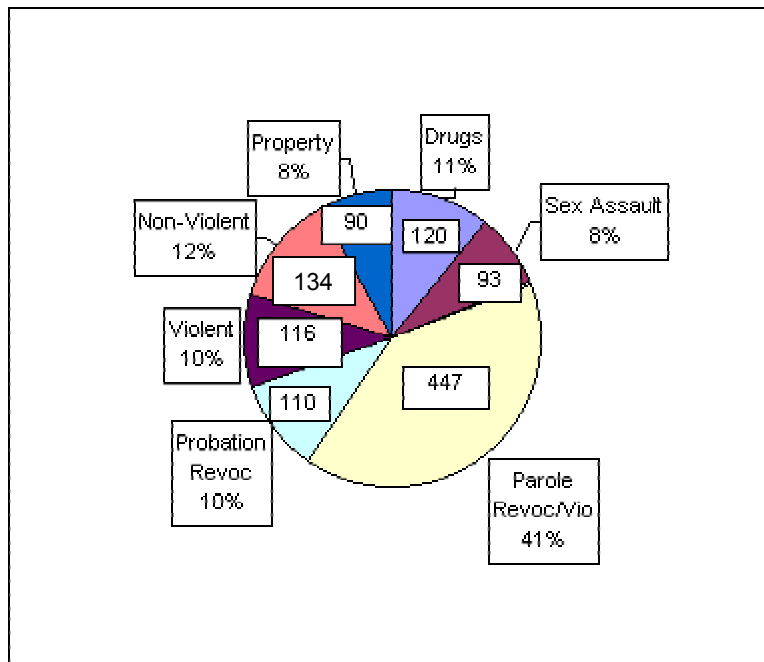
### Total Admissions by Prison Sentence Received

This chart breaks down the length of the minimum controlling sentence for NH newly sentenced inmates only. This does not include NH parole violators and NH probation revocations who were admitted during FY-04 since they were sentenced prior to FY-04.



Total new sentences: 553  
 Total parole revocations: 447  
 Total probation revocations: 110  
 Total admissions: 1,110

**Admissions by Crime Type:** This chart reflects the number of state-sentenced inmates who are categorized by the crime of their controlling sentence. Parole/Probation revocations are shown without a reference to their original crime.



**NH DEPARTMENT OF CORRECTIONS - ANNUAL RELEASES**

|                                 | <b>FY-00</b>        | <b>FY-01</b>        | <b>FY-02</b>        | <b>FY-03</b>        | <b>FY-04</b>        |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Court ordered                   | 117 - 7.62%         | 111 - 7.04%         | 127 - 9.2%          | 107 - 7.50%         | 40 - 2.71%          |
| Died                            | 2 - 0.13%           | 4 - 0.25%           | 6 - 0.43%           | 5 - 0.35%           | 5 - 0.34%           |
| Maxed Out                       | 186 - 12.12%        | 192 - 12.18%        | 194 - 14.05%        | 190 - 13.32%        | 189 - 12.80%        |
| NH Parole                       | 704 - 45.86%        | 717 - 45.49%        | 632 - 45.76%        | 774 - 54.28%        | 866 - 58.67%        |
| Released - not parole violated  | 25 - 1.63%          | 27 - 1.71%          | 52 - 3.77%          | 31 - 2.17%          | 58 - 3.93%          |
| Returned to other jurisdictions | 501 - 32.64%        | 525 - 33.31%        | 370 - 26.79%        | 319 - 22.37%        | 318 - 21.54%        |
| <b>TOTALS</b>                   | <b>1,535 - 100%</b> | <b>1,576 - 100%</b> | <b>1,381 - 100%</b> | <b>1,426 - 100%</b> | <b>1,476 - 100%</b> |

| <b>RELEASES by SENTENCING COUNTY</b> |              |
|--------------------------------------|--------------|
| <b>COUNTY</b>                        | <b>FY04</b>  |
| BELKNAP                              | 86           |
| CARROLL                              | 28           |
| CHESHIRE                             | 77           |
| COOS                                 | 31           |
| GRAFTON                              | 57           |
| HILLSBOROUGH                         | 352          |
| MERRIMACK                            | 170          |
| ROCKINGHAM                           | 133          |
| STRAFFORD                            | 125          |
| SULLIVAN                             | 99           |
|                                      |              |
|                                      |              |
| <b>TOTAL</b>                         | <b>1,158</b> |

| <b>ADMISSIONS/RELEASES by MONTH</b> |                  |                   |
|-------------------------------------|------------------|-------------------|
| <b>MONTH</b>                        | <b>ADM FY-04</b> | <b>REL FY- 04</b> |
| JULY                                | 94               | 117               |
| AUGUST                              | 96               | 99                |
| SEPTEMBER                           | 95               | 77                |
| OCTOBER                             | 85               | 116               |
| NOVEMBER                            | 88               | 88                |
| DECEMBER                            | 85               | 101               |
| JANUARY                             | 96               | 88                |
| FEBRUARY                            | 68               | 88                |
| MARCH                               | 85               | 113               |
| APRIL                               | 97               | 98                |
| MAY                                 | 104              | 89                |
| JUNE                                | 117              | 84                |
|                                     |                  |                   |
| <b>TOTAL</b>                        | <b>1,110</b>     | <b>1,158</b>      |

**ADULT PAROLE BOARD**

The data that is charted here is based on records held at the Adult Parole Board Office in Concord. This charts actual parole and parole revocation hearings in FY-04. Some inmates are not released on parole immediately after a decision by the parole board. Generally hearings are scheduled approximately 60 days prior to the inmate's current parole date.

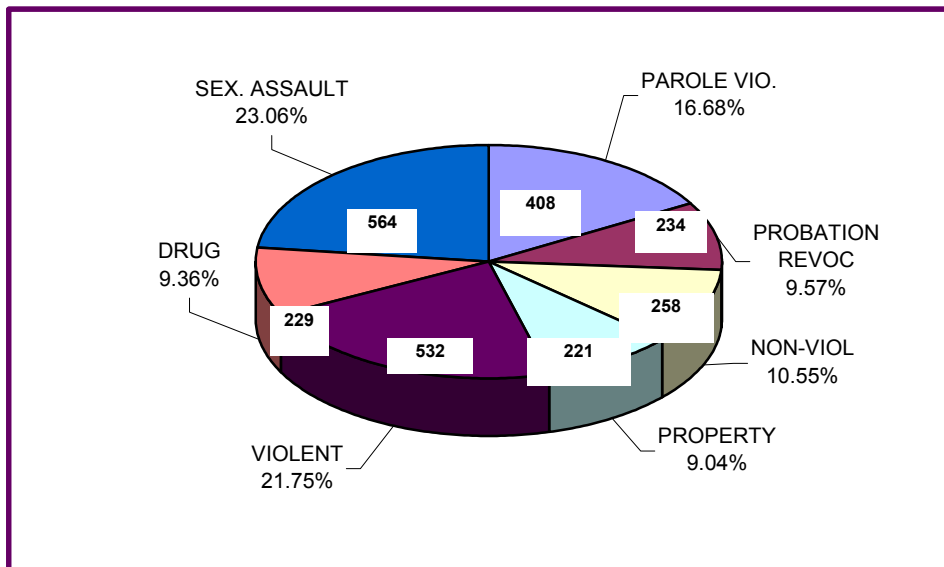
| <b>Parole Hearings</b>            |               |                 |                           |
|-----------------------------------|---------------|-----------------|---------------------------|
| <b>Fiscal Year</b>                | <b>Number</b> | <b>Approved</b> | <b>Denied</b>             |
| <b>FY-02</b>                      | 962           | 745 (77.4%)     | 217 (22.6%)               |
| <b>FY-03</b>                      | 1,036         | 807 (77.9%)     | 229 (22.1%)               |
| <b>FY-04</b>                      | 1,083         | 867 (80.0%)     | 216 (20.0%)               |
| <b>Parole Revocation Hearings</b> |               |                 |                           |
| <b>Fiscal Year</b>                | <b>Number</b> | <b>Revoked</b>  | <b>Returned to Parole</b> |
| <b>FY-02</b>                      | 333           | 309 (92.8%)     | 24 (7.2%)                 |
| <b>FY-03</b>                      | 359           | 314 (87.5%)     | 45 (16.5%)                |
| <b>FY-04</b>                      | 405           | 339 (83.7%)     | 66 (16.3%)                |

## **INCARCERATED OFFENDER POPULATION**

These charts define the make-up of the incarcerated offender population. The numbers shown here reflect only New Hampshire state-sentenced offenders.

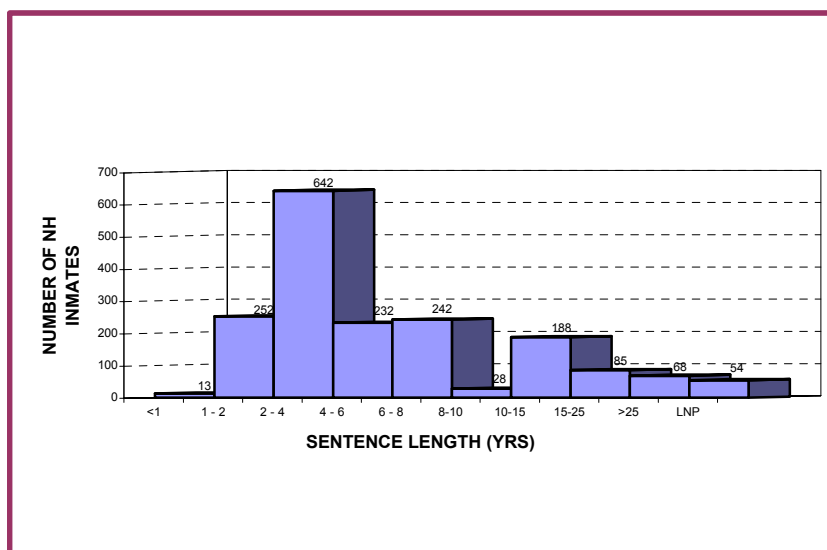
### **Full Population by Crime Type**

As of June 30, 2004 there were 2,446 state-sentenced offenders in prison, excluding the Secure Psychiatric Unit. The chart below breaks out this population by crime type.



### **Full Population by Sentence Received**

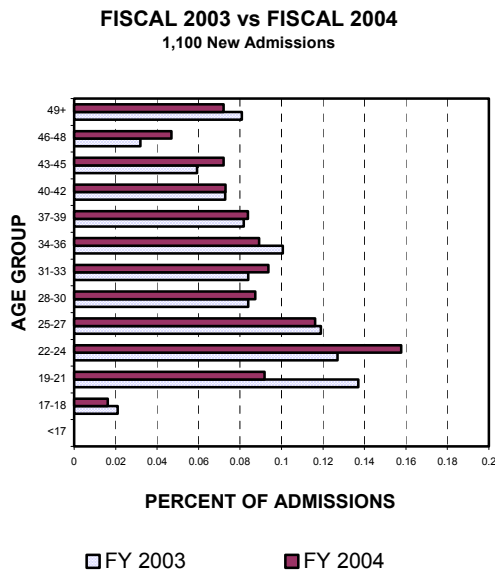
This chart breaks down the length of the minimum-controlling sentence for NH inmates incarcerated on June 30, 2004. This also includes the number of NH parole violators and probation/parole revocations incarcerated on this date.





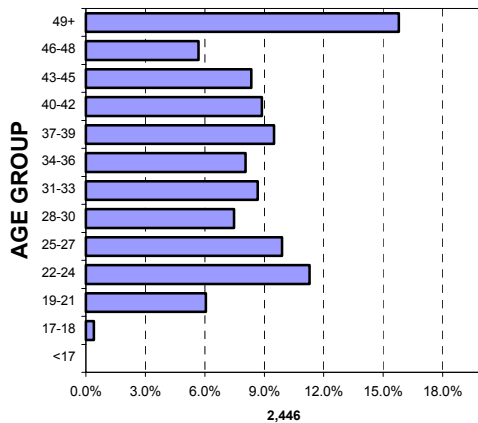
## Ages at Admission

This chart shows the age make-up of new admissions during the past two fiscal years.



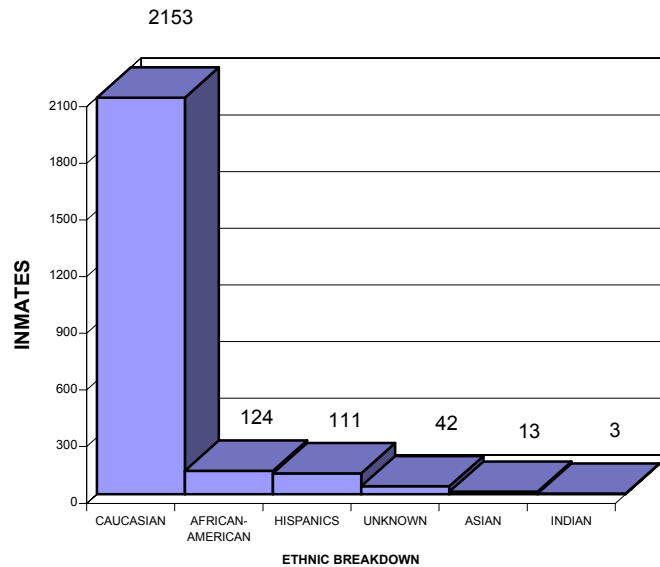
| Age Group | FY-03 | % TOTAL | CUM %  | FY-04 | % TOTAL | CUM %  |
|-----------|-------|---------|--------|-------|---------|--------|
| <17       | 0     | 0.0%    | 0.0%   | 0     | 0.0%    | 0.0%   |
| 17-18     | 18    | 2.1%    | 2.1%   | 23    | 1.6%    | 1.6%   |
| 19-21     | 102   | 15.7%   | 15.8%  | 153   | 9.2%    | 10.8%  |
| 22-24     | 175   | 12.7%   | 28.5%  | 141   | 15.8%   | 26.6%  |
| 25-27     | 129   | 11.9%   | 40.4%  | 133   | 11.6%   | 38.2%  |
| 28-30     | 97    | 8.4%    | 48.9%  | 94    | 8.7%    | 46.9%  |
| 31-33     | 104   | 8.4%    | 57.2%  | 93    | 9.4%    | 56.3%  |
| 34-36     | 99    | 10.1%   | 67.3%  | 112   | 8.9%    | 65.2%  |
| 37-39     | 93    | 8.2%    | 75.5%  | 91    | 8.4%    | 73.6%  |
| 40-42     | 81    | 7.3%    | 82.7%  | 81    | 7.3%    | 80.9%  |
| 43-45     | 80    | 5.9%    | 88.7%  | 66    | 7.2%    | 88.1%  |
| 46-48     | 52    | 3.2%    | 91.9%  | 36    | 4.7%    | 92.8%  |
| 49+       | 80    | 8.1%    | 100.0% | 90    | 7.2%    | 100.0% |
|           | 1110  | 100.0%  |        | 1113  | 100.0%  |        |

The chart here shows the make up of the inmate population on June 30, 2004, excluding offenders in the Secure Psychiatric Unit.



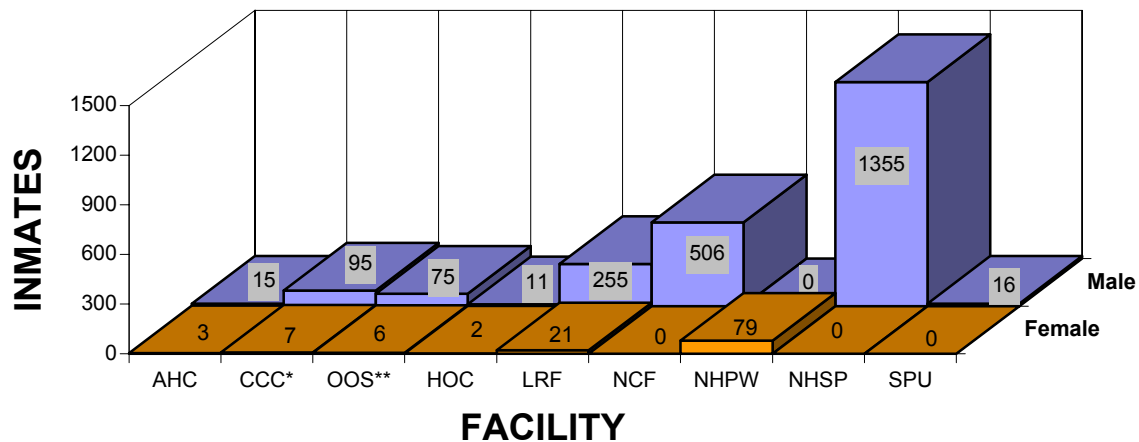
| Ages  | 6/30/04 | %Total | Cum%   |
|-------|---------|--------|--------|
| <17   | 0       | 0.0%   | 0.0%   |
| 17-18 | 10      | 0.4%   | 0.4%   |
| 19-21 | 148     | 6.1%   | 6.5%   |
| 22-24 | 276     | 11.3%  | 17.7%  |
| 25-27 | 242     | 9.9%   | 27.6%  |
| 28-30 | 183     | 7.5%   | 35.1%  |
| 31-33 | 212     | 8.7%   | 43.8%  |
| 34-36 | 197     | 8.1%   | 51.8%  |
| 37-39 | 232     | 9.5%   | 61.3%  |
| 40-42 | 217     | 8.9%   | 70.2%  |
| 43-45 | 204     | 8.3%   | 78.5%  |
| 46-48 | 139     | 5.7%   | 84.2%  |
| 49+   | 386     | 15.8%  | 100.0% |
|       | 2446    | 100.0% |        |

**NH DEPARTMENT OF CORRECTIONS  
NH INMATES BY ETHNIC GROUP AS OF 6/30/2004**



**NH DEPARTMENT OF CORRECTIONS  
NH INMATES BY FACILITY/GENDER  
as of 6/30/2004**

(Does not include Civil Committees and Not Guilty by Reason of Insanity)



\* CCC – Community Corrections/Halfway House

\*\* OOS - Out of State

### Division of Field Services

The Division of Field Services is responsible for supervising adults placed on probation and inmates placed on parole.

Probation/Parole caseloads continued a gradual upward trend and now average 86 cases per officer. The division implemented use of the LSI:SV (Level of Service Inventory –Screening Version) statewide as the risk/needs instrument to better manage this population.

The division converted to the use of digital mobile radios statewide which was made possible through a federal grant. The radios offer better communication for the officers should they need assistance.



*Shea Farm Halfway House in Concord became an all female facility in FY-04.*

The division obtained a federal grant to create a reentry program for prison inmates and the program is being implemented in Manchester. It is expected to serve 80 offenders.

The division assumed supervision and management of the Minimum Security Unit adjacent to the prison in Concord. There are 138 inmates housed at MSU, most of whom perform maintenance functions around the Concord prison.

The Department of Corrections received 80 applications for Administrative Home Confinement in FY-04. Of those, 32 applications were approved allowing inmates to return to the community sooner but wearing an electronic monitoring device. This reduced the prison population and saved 3,202 inmate bed days.

### **Division of Field Services Caseload – June 30, 2004**

| <i>District</i> | <i>AHC</i> | <i>Parole</i> | <i>District Ct Prob</i> | <i>Superior Ct. Prob</i> | <i>Bail</i> | <i>Collection Only</i> | <i>Adm</i> | <i>Totals</i> |
|-----------------|------------|---------------|-------------------------|--------------------------|-------------|------------------------|------------|---------------|
| Claremont       | 0          | 44            | 67                      | 250                      | 27          | 96                     | 44         | 388           |
| Concord         | 2          | 325           | 120                     | 347                      | 18          | 362                    | 32         | 812           |
| Dover           | 3          | 81            | 147                     | 419                      | 4           | 306                    | 94         | 654           |
| Exeter          | 3          | 109           | 115                     | 397                      | 0           | 850                    | 30         | 624           |
| Haverhill       | 1          | 46            | 136                     | 180                      | 14          | 111                    | 79         | 377           |
| Keene           | 2          | 66            | 55                      | 306                      | 22          | 315                    | 48         | 451           |
| Laconia         | 1          | 66            | 32                      | 205                      | 14          | 165                    | 12         | 318           |
| Manchester      | 2          | 393           | 337                     | 421                      | 100         | 493                    | 37         | 1253          |
| Nashua          | 4          | 99            | 78                      | 300                      | 30          | 493                    | 58         | 511           |
| Ossipee         | 1          | 25            | 60                      | 113                      | 49          | 99                     | 40         | 248           |
| <b>Totals</b>   | <b>19*</b> | <b>1254</b>   | <b>1147</b>             | <b>2938</b>              | <b>278</b>  | <b>3290</b>            | <b>474</b> | <b>5636</b>   |

\* State-sentenced AHC only. Does not include county.

### **Other Caseload Data**

Assigned pre-sentence investigations - 788  
Completed pre-sentence investigations - 903

Assigned annulment investigations – 1,480  
Completed annulment investigations – 1,388

### Community Corrections

The Bureau of Community Corrections, which falls under the Field Services management umbrella, expanded in FY-04. The Shea Farm Halfway House in Concord was converted from a male community corrections facility to a female community corrections/minimum security facility to provide resources for offenders who will return to the community on parole. The North End Halfway House in Concord, previously a co-gender facility, became an all male facility.

The NHSP/M Minimum Security Unit, a longtime function of the Concord prison, was transferred to the Bureau of Community Corrections in FY-04.

#### COMMUNITY CORRECTIONS/HALFWAY HOUSES – JULY 1, 2003 – JUNE 30, 2004

|   | <b>CALUMET</b> | <b>NORTH END</b> | <b>SHEA</b> |
|---|----------------|------------------|-------------|
| Residents assigned to the program                 | 220            | 191              | 95          |
| Residents paroled from the program                | 132            | 127              | 84          |
| Residents released on max date                    | 18             | 8                | 7           |
| Residents returned to NHSP for violations         | 53             | 46               | 22          |
| Walkaways   | 1              | 0                | 0           |
| Parolees assigned to the program                  | 8              | 13               | 9           |
| Release to AHC                                    | 1              | 0                | 1           |
| Residents in-house in June 30, 2004               | 62             | 46               | 3           |
| Money paid to State General Fund for Room & Board | \$157,560.90   | \$ 90,671.72     | 95,622.00   |
| Money residents saved                             | \$122,895.82   | \$111,061.30     | 165,422.74  |

During FY-04, \$ 54,490.48 was collected from residents for restitution payments.

During FY-04, \$ 76,450.26 was collected from residents for court-appointed attorney fees.

#### THE ACADEMY PROGRAM – FY-04 participation breakdown

| <b>COUNTY</b>       | <b>PARTICIPANTS</b> | <b>COMPLETED*</b> | <b>CAPACITY</b> |
|---------------------|---------------------|-------------------|-----------------|
| Belknap**           | 0                   | 0                 | 0               |
| Carroll             | 3                   | 3                 | 10              |
| Cheshire            | 34                  | 16                | 55              |
| Coos                | 8                   | 2                 | 10              |
| Grafton             | 10                  | 10                | 30              |
| Hillsborough North  | 42                  | 20                | 55              |
| Hillsborough South  | 22                  | 4                 | 40              |
| Merrimack           | 33                  | 15                | 50              |
| Rockingham          | 9                   | 7                 | 25              |
| Strafford           | 20                  | 13                | 25              |
| Sullivan            | 36                  | 11                | 75              |
| <b><u>TOTAL</u></b> | <b>218</b>          | <b>101</b>        | <b>375</b>      |

*\*Some offenders were still participating in the Academy on June 30, 2004.*

*\*\*No contract awarded for Belknap County during FY-04*

### **Medical/Forensic Services**

A major goal for the Division during the past year was to look at ways to improve the medical and behavioral health delivery system and to manage costs. One major step in that direction was the creation of the Office of Compliance and Quality Improvement to focus on achieving improvements in operational processes and adherence to policies and protocols.

Important legislation created to control medical costs was also enacted during FY-04. Senate Bill 382 became law. It limits the amount a hospital or emergency room can charge the Department of Corrections for medical services provided to a state prisoner to 110 % of the Medicare allowable rate for such services. The bill also allows the Parole Board, in conjunction with the Commissioner and the Administrative Director of Forensic and Medical Services, to grant medical parole to inmates who are determined to have a terminal, debilitating, incapacitating or incurable condition.

In the area of behavioral health, mental health treatment in the Secure Psychiatric Unit (SPU) included a structured program of psychiatric rehabilitation to teach patients the social and independent living skills they will need to survive once discharged. Legal issues frequently required SPU staff to meet with patients' attorneys and to testify in court. An additional function of SPU staff (as designees of the commissioner) was to monitor and track all Not Guilty by Reason of Insanity (NGRI) acquittals once they are released from the SPU. SPU staff will continue to track every NGRI and conduct regular meetings with their outpatient providers.

The Mental Health Unit (MHU) performed the important and legally required mental health screening and evaluation of general population inmates who have been recently incarcerated. In addition, their mission was to provide a full compliment of mental health services to mentally ill prison inmates. Prison mental health services included evaluation, diagnosis and treatment of psychiatric conditions and focused services for severely and persistently mentally ill inmates. Essential services such as crisis management, individual and group psychotherapy were also provided.

### **Quality Improvement**

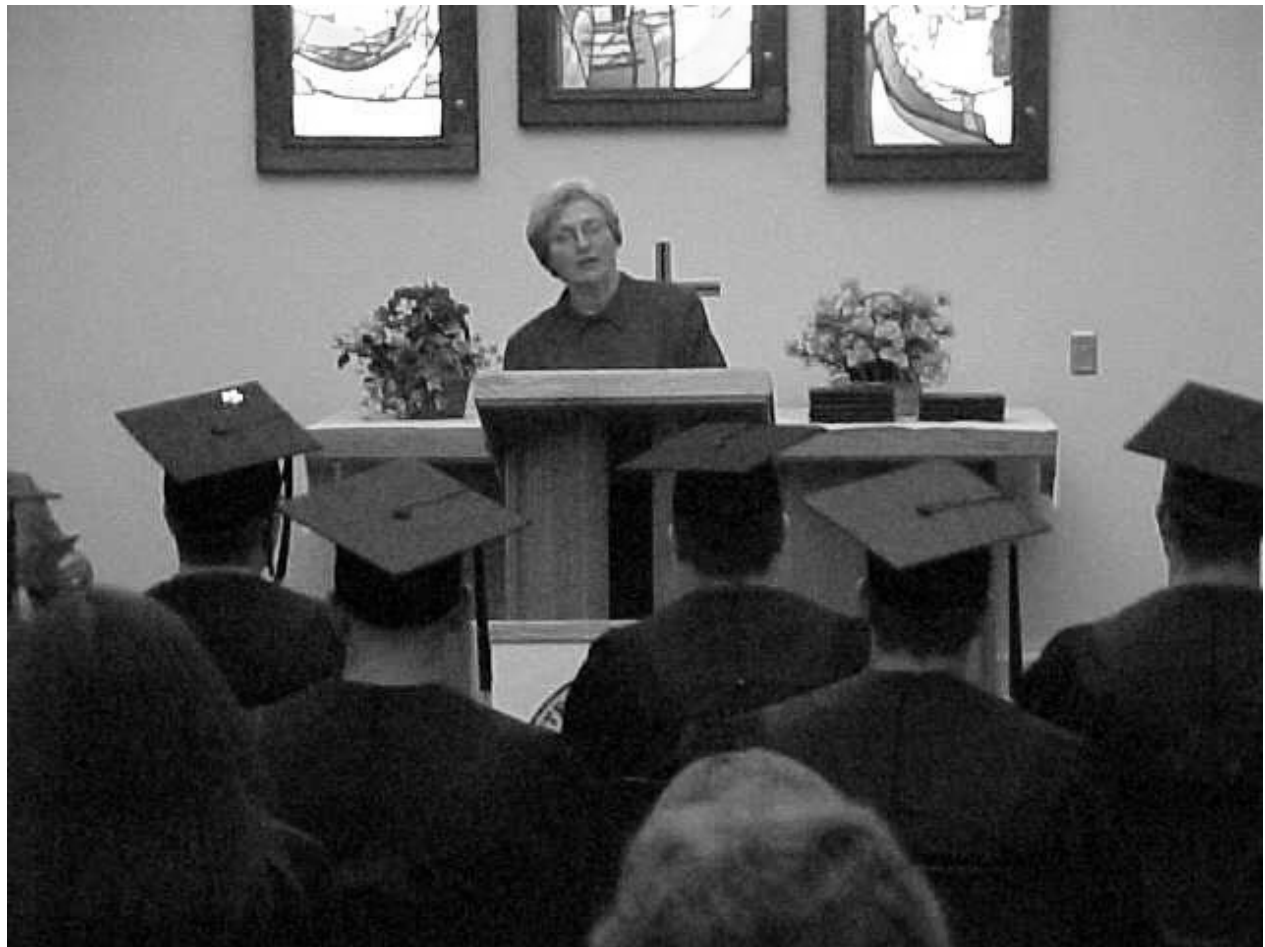
The Department's Quality Improvement Program has been increasingly important to DOC operations. This past year's activities were guided by a new Quality Improvement Program Plan that saw the development of a Quality Council which, in turn, established a number of Performance Improvement (PI) Teams to address key processes and functions such as:

- Discharge Planning
- Access to Health Care
- Clinical Documentation
- Medication Management
- Suicide Prevention
- Nutritional Services
- Surveillance, Prevention and Control of Infections

In addition, multi-disciplinary, comprehensive reviews were conducted of the SPU and the "Outpatient" Mental Health Unit (MHU). Action Plans have been developed to achieve efficiencies and improve effectiveness.

Over seventy-five different individuals from all DOC facilities and departments are directly involved on PI Teams and scores of others have been involved in *ad hoc* task groups. Already, the QI Program has identified a number of opportunities for improvement in health, mental health and program services and is in the process of initiating major system changes.

## Section IV – PROGRAMS/SERVICES



*Granite State High School graduation ceremony*

## **INMATE PROGRAMS**

### **Education Programs:**

- Granite State High School: It is located at NHSP/M and is a fully accredited high school within its own school district. Inmates take the appropriate classes and fulfill state standards to receive their high school diplomas. 11 students received diplomas in FY-04. 10-15 are projected to qualify in FY-05.
- GED: Of the 190 inmates tested, 109 earned their GED during FY-04. It is projected that 92 inmates will earn and complete their GED in FY-05.

### **Vocational Education**

- Information Technology: Inmates learn how to build and design web pages, rebuild and upgrade computers, and learn typing, keyboarding, word processing, spreadsheet and other database skills which are valuable and marketable skills to have as they return to the community.
- Business Management: Inmates receive skills in accounting and a number of business dynamics programs. They receive an Accounting Technician Certificate upon completion.
- Auto Mechanics and Small Engine Repair: Inmates learn a variety of mechanical skills from doing oil changes to rebuilding motors. Certificates are awarded. Inmates that complete this program can qualify for positions as service station mechanics, auto mechanic helpers, or auto service mechanics.
- Auto Body: Inmates receive marketable skills in renovating used cars, auto body painting, and masking vehicles. They can move to higher levels where they can receive such skills in auto glass installation, installation of accessories, and frame straightening.
- Building Trades: Inmates receive certificates in the areas of roofing application, carpentry, and residential wiring.
- Food Services Management: Inmates work with staff to prepare meals for other inmates. They learn skills in table service, food sanitation, and Hospitality Management.
- Culinary Arts: This is offered to inmates at NCF. They learn specialized cooking skills.
- Horticulture: The prison farm provides useful skills in agriculture and gardening.

**Family Connections Center:** The program operates at the Lakes Region Facility and assists inmates with developing parenting skills. Created in 1998, it's a collaborative project with the University of New Hampshire's Department of Family Studies and the University of New Hampshire's Cooperative Extension. In FY-04 approximately 167 inmates participated in the program. A total of 40 inmates completed parenting classes, 23 inmates had visits with their children, and 104 inmates attended family support groups.

**Religious and Chaplaincy Programs:** NHDOC has Chaplains who serve the spiritual needs of Christian and Non-Christian inmates. Many faith-based organizations provide volunteers to offer other spiritual guidance and services.

**Canteen Operations:** Inmates working in the canteen obtain skills in proper warehousing procedures, accountability of goods, and stocking of shelves.

**Substance Abuse Treatment:** NHDOC offers a two-step substance abuse treatment. Level One focuses on psychological education and runs eight weeks. Level two is more intensive with a

separate series of programs including in-patient counseling, a therapeutic piece and relapse prevention. It runs six months and concludes with a graduation exercise.

Sexual Offender Program: Sexual offenders account for nearly one-quarter of all inmates. The Sexual Offender Program is an intensive program based on a therapeutic community concept, which lasts one year. There is also an Enhanced Relapse Prevention Program, which utilizes group sessions and workbooks and focuses on developing awareness of offending cycles, reduction of cognitive distortions, victim empathy, and coping.

Transition to the Community: The mission of the Lakes Region Facility shifted in FY-04. In order to better prepare offenders for release LRF, was designated as a lower custody pre-release facility. Enhanced programs aimed at relapse prevention, release and reintegration were introduced at the facility during the course of the fiscal year. The complete transition of the institution will occur in FY-05.

28 Day Parole Program: Not unlike the halfway back program, the 28-Day Parole Violators Program is a residential cognitive behavior approach to treatment to get paroles at risk of violating their parole back on track. It will begin operations in FY-05.

Print Shop: Inmates learn desktop publishing, typesetting and camera work while printing letterheads, envelopes, reports, and other requested items..

Wood Shop: Inmates learn to build standard office products such as desks, book cases and coat racks. They learn to work with tools and different varieties of wood.

Sign Shop: Offenders produce street signs/traffic signs, engraved items, desk signs, name tags, and other products.

Furniture Shop: Inmates become skilled in assembly and upholstery of office seating, chair caning, and re-upholstery. Parts of this program are being expanded to NHSP/W in FY-05.

Hobbycraft: This program affords inmates, who have been discipline free for 90-days, the opportunity to learn skills in woodcraft, leathercraft, ceramics, art, and sewing. Items made in the Hobbycraft programs can be sold at Corrections Creations, the prison retail store.

Recreation: Every facility is equipped with a variety of recreation equipment and apparatus intended to foster good health practices and promote positive activity. It is funded primarily by fees collected from offender phone calls.

Legal/Recreational Library: Each facility manages a library, which allows offenders to take out books for recreational reading or conduct legal and other research during regular hours of operation.

Volunteer Services: More than 800 volunteers give of themselves annually to provide many services that enhance the services and programs offered by NHDOC. During FY-04 the NHDOC implemented an orientation program to better prepare volunteers to provide services in the prison setting.



**Inmate work crews**

Work programs for minimum security offenders at all institutions were expanded to provide assistance to state agencies and the municipalities where the facilities are located. The following represents the number of hours offenders from each facility worked for state, municipal, and non-profit agencies during FY-04.

NHSP/M – 8,004 hours - The C-2 (minimum custody) offender work crews provided services to the Division of Youth Development Services, the NH Technical Institute, the Department of Administrative Services (State Surplus facility at the White Farm, Concord), the Community Action Program in Concord, NH, and the United States Federal Surplus facility.

NHSP/W – 345 hours - Offender work crews provided community services to the University of New Hampshire Cooperative Extension, Brookside Congregational Church, Villa Augustina Maintenance, and yard work for the Goffstown Police Department.

LRF – 22,200 hours - The facility continued to provide community work crews to agencies in the area to include: NH Technical Institute, NH Veterans Home, NH Fish & Game, Gunstock Ski Area, Public Works, Parks and Recreation, NH Historical Society, and the Humane Society. The use of these crews provided instructional based skills to the inmates that were geared towards obtaining certificates and applying skills learned. It also provided a service to the community by assisting the agencies with an increased labor force.

NCF – 3,874 hours - NCF's mission to give assistance to the community continues with community service by minimum-security inmates. Inmates provided assistance to local, state, and non-profit organizations. They have worked on projects at the Holiday Center, St. Vincent de Paul, NH Technical College, Notre Dame Arena, the Good Shepard Parish and also trash pickup on Milan Road. Minimum custody inmates wash, clean and perform basic maintenance on local and state police cruisers in addition to maintaining DOC vehicles at the institution. Additionally, supervised work crews of up to 15 inmates are taken out on Fridays to complete major projects such as brush clearing along the Berlin-Gorham road, local snowmobile and cross country ski trails.

Total hours at all facilities: 34,423. If this figure was multiplied by the Federal minimum wage of \$5.15 per hour it would equal \$177,278.45. This translates to a savings of over \$177,000 in salaries for these agencies and organizations, much of which would have come from the State's General Fund to provide these savings.

**Victim Services**

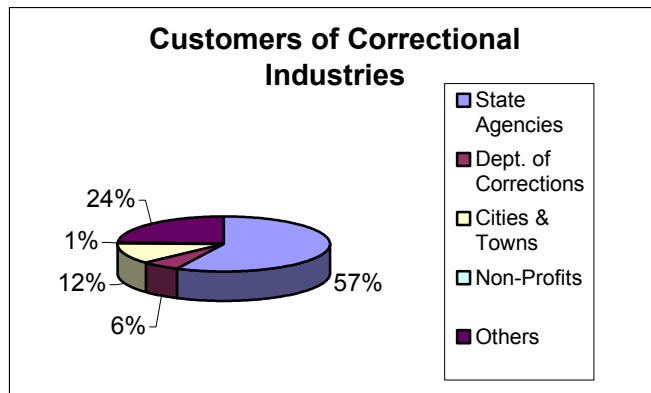
As offenders move through New Hampshire's correctional processes, we are mindful of each crime victim's rights to be informed, involved and reasonably protected. We are respectful of their needs and their critical role in a successful justice system. Department staff collaborate with victim/witness advocates to seek victim input during court-ordered pre-sentence investigations. Victim safety and intimidation/harassment concerns are a priority whether offenders are sentenced to probation or prison followed by parole. We continue to improve collection and disbursement of offenders' restitution to their crime victims. The volume of offenders with victims/survivors registered for notification of custody changes now exceeds 1,000 current state sentenced inmates. With the improved offender management information system, automating victim notification services is achievable in the years ahead. People with safety concerns value the support available from our staff during reduced custody and parole processes as inmates begin

reentry to the community from prison. For interested victims/survivors, their requests for a constructive dialogue with the offender are honored with trained facilitators consistent with the Department's Protocols for Victim-Offender Dialogue. Recognizing each offender's crime impacts real people, we will continue to improve and expand availability of the Victim **IMPACT** program. **IMPACT** classes teach offenders about the physical, emotional and financial harms caused by crime upon victims, families, and communities. Initiated in correctional facilities, we anticipate partnering with the Academy providers to teach **IMPACT** to offenders in New Hampshire's communities.

## CORRECTIONAL INDUSTRIES

300 inmates are assigned to jobs in NH Correctional Industries where they may obtain skills that they can use for when they return to the community. Correctional Industries focuses on skill building rather than competing in the public sector.

Two NH area companies established a business relationship with Correctional Industries to provide additional opportunities for females at the NH State Prison for Women. Although the full time Industries position was lost due to budget cuts, staff has been responsive to providing security and support functions to Industries in Goffstown.



| Category             | Sales          | Percentage |
|----------------------|----------------|------------|
| State Agencies       | \$1,164,511.06 | 57.36%     |
| Dept. of Corrections | \$ 117,133.54  | 5.77%      |
| Cities & Towns       | \$ 247,281.23  | 12.18%     |
| Non-Profits          | \$ 15,212.28   | 0.75%      |
| Others               | \$ 486,189.31  | 23.95%     |
|                      | \$2,030,327.42 | 100.00%    |

## INMATE SERVICES

The Bureau of Services oversees laundry, kitchen, warehouse, and maintenance operations throughout the NHDOC system. The utilization of inmate labor accomplishes two tasks. It provides the offenders with marketable skills for when they return to the community and assists in keeping operating costs low.

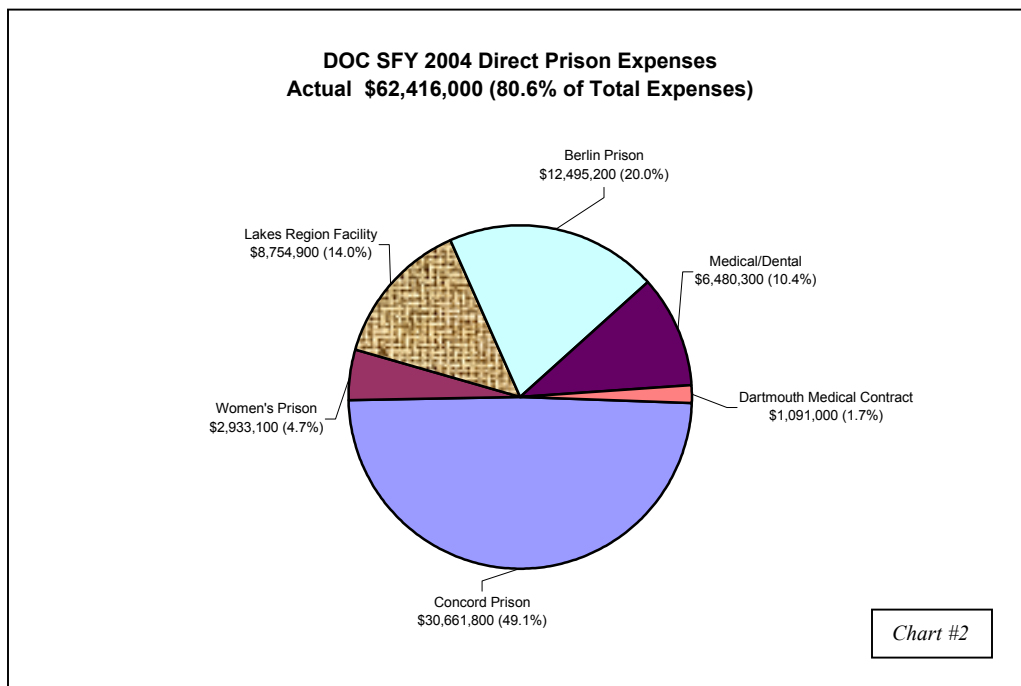
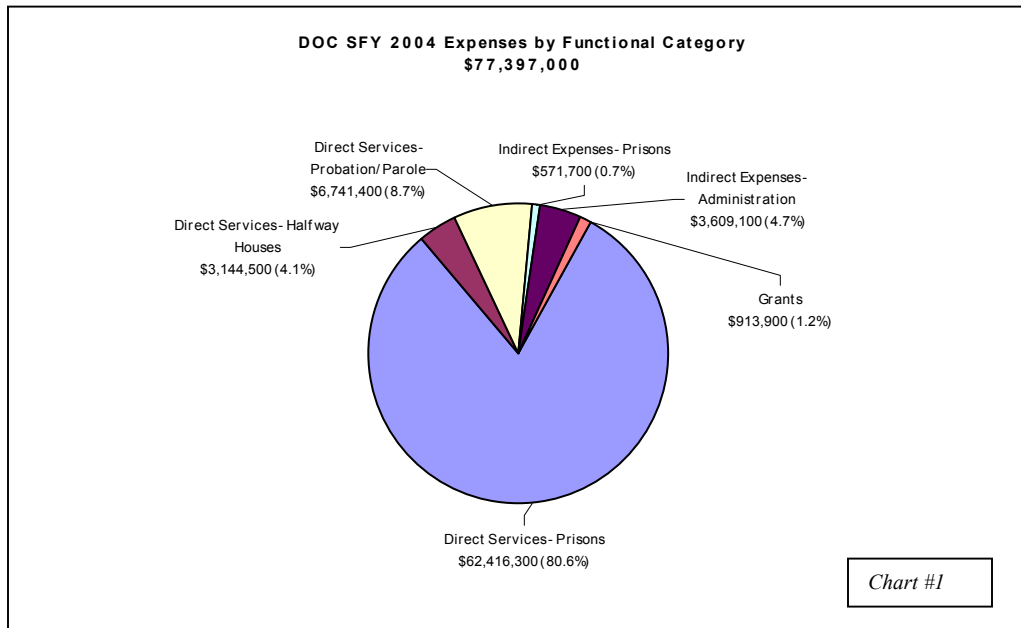
## Section V – Charts and Tables



*NH State Prison Central Control Tower*

## Administration Fiscal Management

Prison operations requires approximately eighty percent (80%) of the total agency budget. The cost of incarcerating an inmate in a general population bed is \$75.43 per day or \$27,532 per year. A complete breakdown of these costs can be found in Charts #5 and #6.

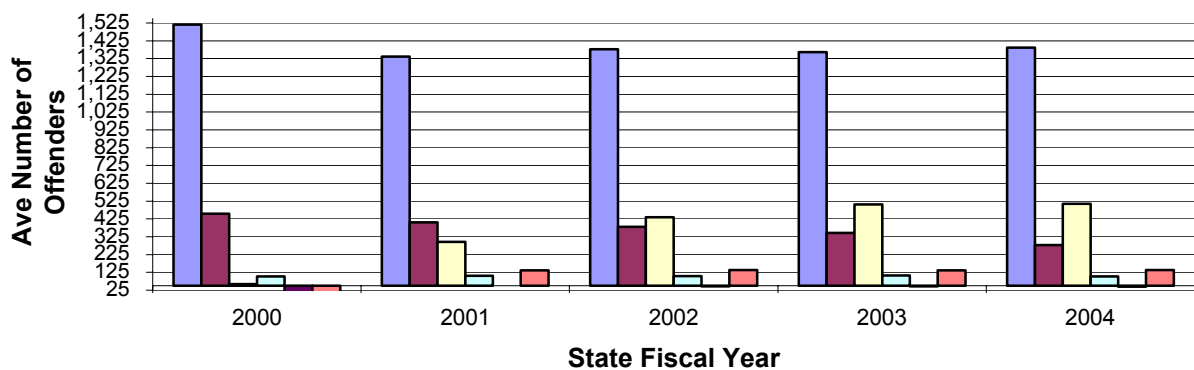


**Average Inmate/Offender Population SFY 2000 - 2004***Chart #3*

| Facility                       | State Fiscal Year |              |              |              |              | Yearly Average |
|--------------------------------|-------------------|--------------|--------------|--------------|--------------|----------------|
|                                | 2000              | 2001         | 2002         | 2003         | 2004         |                |
| NH State Prison - Men          | 1,515             | 1,336        | 1,378        | 1,361        | 1,387        | 1,395          |
| Lakes Region Facility          | 455               | 405          | 381          | 346          | 278          | 373            |
| Northern Correctional Facility | 59                | 296          | 434          | 507          | 510          | 361            |
| NH State Prison - Women        | 102               | 105          | 104          | 107          | 102          | 104            |
| Total Secured Facilities       | 2,131             | 2,142        | 2,297        | 2,321        | 2,277        | 2,234          |
| Probation/Parole               | Not Available     | 4,547        | 4,743        | 5,182        | 5,594        | 5,017          |
| Secured Psychiatric Unit       | Not Available     | 51           | 46           | 47           | 44           | 47             |
| Halfway Houses                 | Not Available     | 136          | 139          | 136          | 138          | 137            |
| <b>Total Population</b>        | <b>2,131</b>      | <b>6,876</b> | <b>7,225</b> | <b>7,686</b> | <b>8,053</b> | <b>7,460</b>   |

Source of data: 2000 - 2003 DOC Annual Reports

2004 - Average of monthly census taken the first of each month.

*Chart #4***Average Offender Census 2000 - 2004**

■ NH State Prison - Men      ■ Lakes Region Facility      ■ Northern Correctional Facility  
 ■ NH State Prison - Women      ■ Secured Psychiatric Unit      ■ Halfway Houses

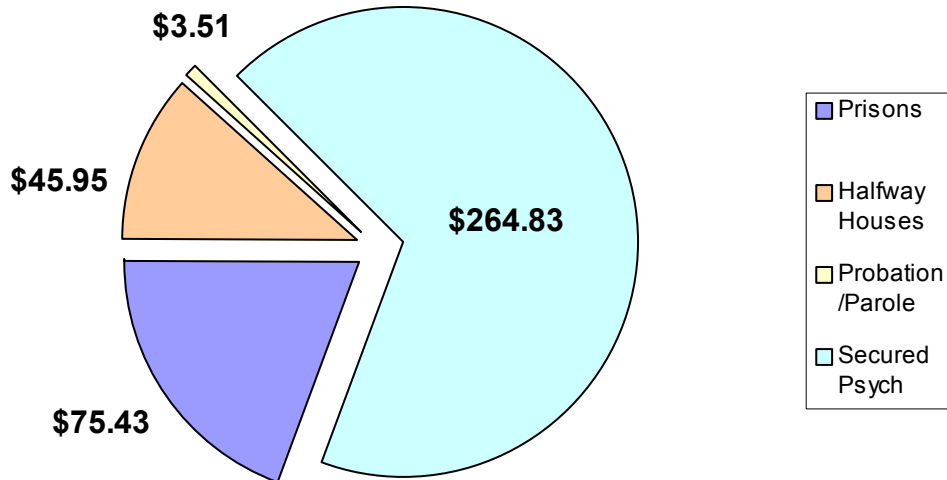
Halfway house beds cost \$45.95 per day or \$16,771 per year while supervision in the community costs \$3.51 per day or \$1,281 per year. The most expensive beds are in the Secure Psychiatric Unit where the daily cost is \$264.83 or \$96,663 per year. See charts #5 and #6 below.

**Total Expenses & Costs per Day SFY 2004  
DOC**

*Chart #5*

| Expense Category                      | Prisons      | Halfway Houses | Probation/Parole | Secured Psych Unit |
|---------------------------------------|--------------|----------------|------------------|--------------------|
| Total Expenses                        | \$62,692,835 | \$2,314,577    | \$7,164,961      | \$4,253,158        |
| divided by: Ave Number of Offenders   | 2,277        | 138            | 5,594            | 44                 |
| equals: Ave Annual Cost per Offender  | \$27,533     | \$16,772       | \$1,281          | \$96,663           |
| divided by 365 equals: Ave Daily Cost | \$75.43      | \$45.95        | \$3.51           | \$264.83           |

**Average Daily Costs SFY 2004**



*Chart #6*

Chart #7

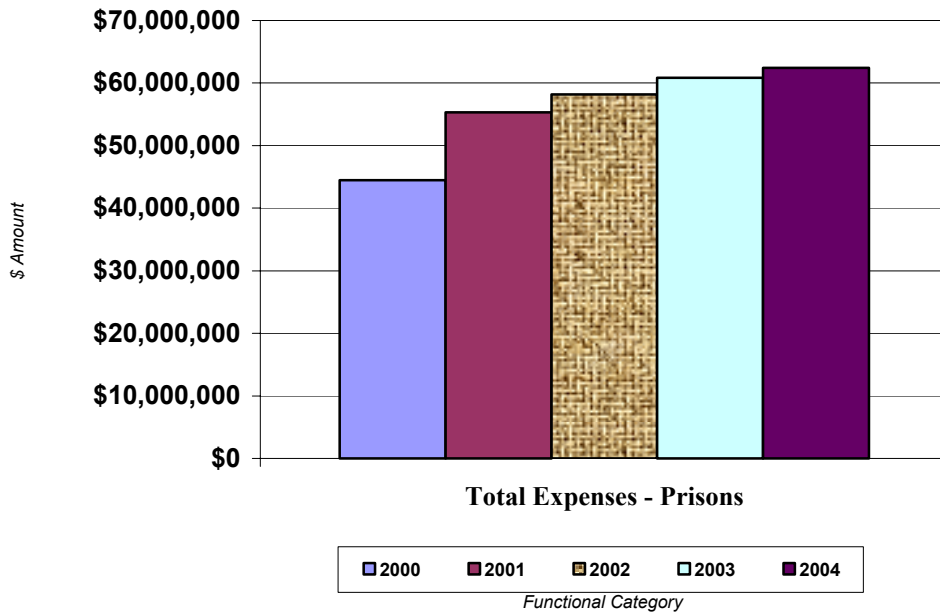
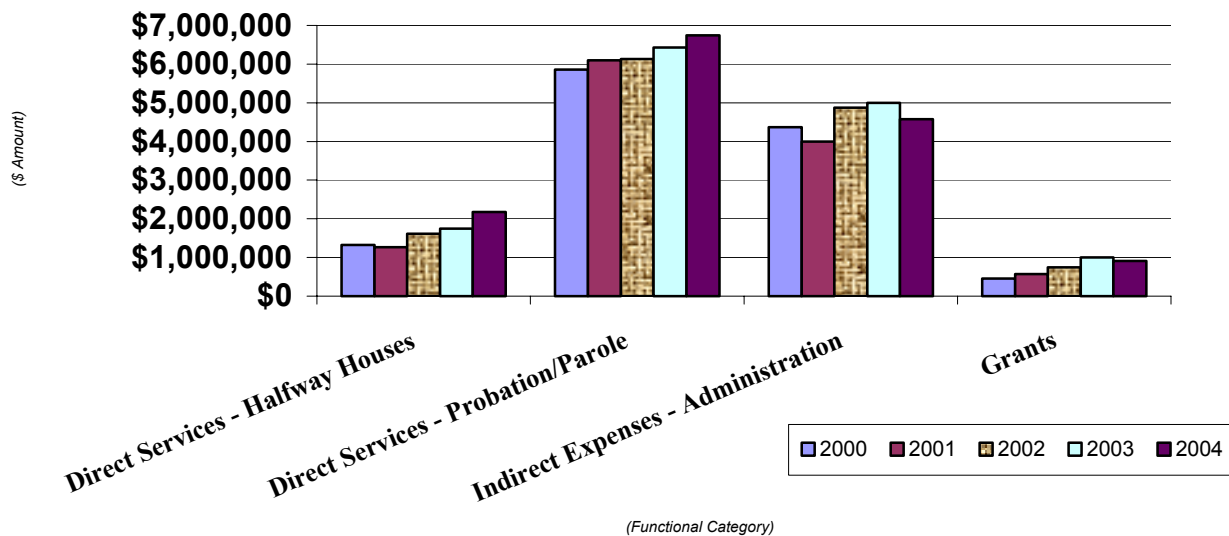
**Expenses - Prisons**

Chart #8

**DOC Expenses  
by Functional Category  
(Excluding Prisons)**


NHDOC began FY-04 with a legislative approved budget of \$83.2 million. At the end of FY-04 the department decreased the operating budget by \$1.7 million. This was part of the budget footnote requiring a \$3.4 million reduction over the biennium, which had been incorporated in the original FY-04/05 biennial budget.

At the start of FY-04 the department had a budget with 1,161 staff positions. However 36 positions were eliminated at the end of FY-04 to meet the directive of the budget footnote. Below is a listing of the eliminated positions and where they were assigned.

**ELIMINATED FULL TIME EMPLOYEE POSITIONS for FY-04 – Chart #9**

|                                     |                         |           |
|-------------------------------------|-------------------------|-----------|
| Assistant Nursing Director          | NHSP/M                  | 1         |
| Assistant Superintendent of Grounds | LRF                     | 2         |
| Business Systems Analyst (BCAN)     | ADMIN                   | 1         |
| Case Technician I                   | Exeter District Office  | 1         |
| CC/CM                               | LRF                     | 2         |
| Corrections Officer                 | NHSP-M                  | 14        |
| Corrections Officer                 | NHSP-W                  | 1         |
| Dietician II                        | Bureau of Services      | 1         |
| Maintenance Mechanic II             | LRF & NCF               | 2         |
| Nurse Practitioner                  | Medical/Dental – NHSP/M | 1         |
| Prison Dental Office Supervisor     | Medical/Dental – NHSP/M | 1         |
| Prison Shop Manager I               | NHSP-W                  | 1         |
| Secretary II                        | Concord District Office | 1         |
| Senior Psych Social Worker          | LRF                     | 1         |
| Systems Development Specialist V    | Administration          | 1         |
| Teacher III                         | NCF, NHSP/W & LRF       | 3         |
| Tech. Inst./College Instructor      | LRF                     | 1         |
| Employment Counselor                | LRF                     | 1         |
| <b>TOTALS:</b>                      |                         | <b>36</b> |

**REMAINING STATE CORRECTIONS BUDGETED POSITIONS – Chart #10**

|  | <b>FY-01</b> | <b>FY-02</b> | <b>FY-03</b> | <b>FY-04</b> |
|--|--------------|--------------|--------------|--------------|
| Executives                                 | 9            | 9            | 9            | 9            |
| Managers/Administrators                    | 66           | 66           | 67           | 62           |
| Corrections Officers                       | 644          | 644          | 644          | 628          |
| Probation/Parole Officers                  | 76           | 76           | 74           | 72           |
| Medical Personnel                          | 55           | 55           | 61           | 60           |
| Teachers/Instructors                       | 34           | 35           | 36           | 32           |
| Shop Supervisors/Tradesmen                 | 79           | 79           | 77           | 79           |
| Recreational Personnel                     | 1            | 2            | 1            | 1            |
| Clerical/Administrative                    | 127          | 131          | 120          | 122          |
| Case Counselors/Case Managers (see below)* | N/A          | N/A          | N/A          | 51           |
| Psychologists/Social Workers (see below)** | 72           | 66           | 72           | 20           |
| <b>TOTALS</b>                              | <b>1,163</b> | <b>1,163</b> | <b>1,161</b> | <b>1,136</b> |
| Average Offender Population                | 6,876        | 7,225        | 7,686        | 8,053        |

As of June 30, 2004 there were 67 vacant Corrections Officers positions and 71 vacant non-uniformed positions.

**Staff Turnover data**

\* Previous annual reports listed CC/CM position under Psychologists/Social Worker job category

\*\* See previous footnote



During FY-04, 10% of all filled staff positions were vacated and filled with new staff. To break it out in more detail the FY-04 turnover for uniformed staff was 9% and 12% for non-uniformed staff. By comparison the total staff turnover in FY-03 was 14%. The breakout for FY-03 was 11% for uniformed staff and 17% for non-uniformed staff. By the end of FY-04, 14.3% of all budgeted positions were vacant. This vacancy rate was primarily due military deployments and a statewide hiring freeze ordered by the Governor.

The budget footnote also directed the department to reduce its prison population by 300 during the FY-04/05 biennium. The inmate population remained relatively steady during FY-04 while the number of budgeted and filled staff positions decreased. In order to offset staff shortages the department took the following steps:

- Decreased the number of hours inmates could work in Correctional Industries.
- Eliminated the Transformations Program at LRF.
- Decreased visiting hours at the NH State Prison for Men in Concord
- Modified the way that inmates are served meals.

These steps were taken to maintain public safety without eliminating filled staff positions.

Chart #11

| Position                      | FY-04 budgeted | Actual on June 30, 2004 |            |
|-------------------------------|----------------|-------------------------|------------|
|                               |                | Filled                  | Vacancies  |
| Executives                    | 9              | 8                       | 1          |
| Managers/Administrators       | 62             | 54                      | 8          |
| Corrections Officers***       | 628            | 562                     | 66         |
| Probation/Parole Officers     | 72             | 70                      | 2          |
| Medical personnel             | 60             | 45                      | 15         |
| Teachers/Instructors          | 32             | 24                      | 8          |
| Shop Supervisors/Tradesmen    | 79             | 67                      | 12         |
| Recreational Personnel        | 1              | 1                       | 0          |
| Clerical/Administrative       | 122            | 85                      | 37         |
| Case Counselors/Case Managers | 51             | 41                      | 10         |
| Psychologists/Social Workers  | 20             | 17                      | 3          |
| <b>TOTALS</b>                 | <b>1,136</b>   | <b>974</b>              | <b>162</b> |

\*\*\* 28 uniformed staff were deployed to the military in FY-04 and are shown here as vacancies.